Finance and Capital Committee
Information Item III-A
November 4, 2021

GM/CEO’s Proposed FY2023 Operating and Capital Budget and FY2023-2028 Capital Improvement Program
Washington Metropolitan Area Transit Authority

Board Action/Information Summary

TITLE:
GM/CEO’s Proposed FY2023 Budget

PRESENTATION SUMMARY:
Management will present the General Manager and Chief Executive Officer's (GM/CEO) Proposed FY2023 Operating and Capital Budgets and the FY2023-2028 Capital Improvement Program (CIP).

PURPOSE:
To present the GM/CEO's Proposed FY2023 Operating Budget and FY2023-2028 CIP to the Finance and Capital Committee as an information item in advance of future Committee and Board actions on the budget.

DESCRIPTION:
Identification of Parties with an interest in Metro's budget:

The following list includes Metro’s top non-personnel multi-year contractors through FY2022 and to date ($500 million) as well as the Metropolitan Washington Airports Authority. Some vendors have contracts spanning through FY2023 as well.

- Kawasaki Rail Car Inc.
- Kiewit Infrastructure Company
- Hitachi Rail Washington LLC
- Potomac Yard Constructors
- New Flyer of America, Inc.
- Transdev Services, Inc.
- C3M Power Systems, LLC
- Motorola Solutions Inc.
- Kone Inc
- MV Transportation
- Diamond Transportation Service, Inc.
- First Transit, Inc.
- The Aftermarket Parts Company LLC
- DBJ Contracting Inc.
- Potomac Construction Co Inc.
- Dell Marketing LP
- Cubic Transportation Systems Inc.
- Jacobs Engineering Group, Inc.
- Challenger Transportation Inc.
A full list of Procurement Awards is available at: https://www.wmata.com/business/procurement/solicitations/index.cfm#main-content

Furthermore, Metro has labor agreements with the following collective bargaining units:

- Fraternal Order of Police/Metro Transit Police Labor Committee, Inc. (FOP)
- Office and Professional Employees International Union Local No.2, AFL-CIO (Local 2)
- Local 639, International Brotherhood of Teamsters Law Enforcement Division (Local 639)
- Local Union 689 of the Amalgamated Transit Union, AFL-CIO (Local 689)
- Local 922, International Brotherhood of Teamsters (Local 922)

**Key Highlights:**

- The impact of Covid-19 on ridership and revenue will continue through FY2023, with total ridership projected to recover to 166.6 million trips (53 percent of pre-pandemic), and operating revenue expected to total $374.6 million (45 percent of pre-pandemic).
- Bus and rail current service levels continue and make the temporary/demonstration fares implemented in September 2021 permanent to support continued ridership recovery.
- In FY2023, total operating expense is projected at $2.3 billion resulting in an operating deficit of $1.91 billion, thus requiring $1.19 billion in subsidy from the funding jurisdictions and $715.8 million in federal relief.
- Metro’s Capital Improvement Program (CIP) continues Metro and the region’s focus on investing in safety, state of good repair and reliability programs and projects.
- The Proposed FY2023-2028 Six-Year CIP totals $12.4 billion and the FY2023 Capital Budget forecast is $2.3 billion.

**Background and History:**

As Metro and the region continue to recover from the effects of the Covid-19 pandemic, the Proposed FY2023 Budget continues to invest in all-day service seven days a week that prioritizes safe, reliable, and equitable transit service.

Key objectives for FY2023 include:

**FY2023 Operating Budget**

- Improves Metrobus and Metrorail services and practices to enhance service equity and promote broader transit access across the region
- Continues to simplify and discount fare options to make it easier and convenient for customers to use Metro
- Reduces costs with additional management across Metro

The Proposed FY2023-2028 Capital Improvement Program is focused on Metro’s key investment priorities: Safety and Security, Reliability, State of Good Repair, and
Sustainability, Efficiency and Resiliency.

Discussion:

Operating Budget

Ridership and Passenger Revenue

Prior to the pandemic, ridership had stabilized at approximately 300 million trips per year. Starting in late FY2020, ridership and revenue were heavily impacted by Covid-19 pandemic, and Metro expects these impacts to continue through FY2023 and beyond.

Projected ridership is estimated to reach 166.6 million trips in FY2023 or 53 percent of pre-pandemic levels compared to 26 percent in FY2021 and the 34 percent budgeted in FY2022.

In FY2023, Metro estimates Metrorail ridership to reach 86 million, 79 million on Metrobus, and 1 million on MetroAccess. This would be a change from a trend that started during the pandemic where trips on Metrobus exceeded those on Metrorail. With higher average fare for Metrorail than Metrobus, the anticipated ridership increase on Metrorail would have a significant impact on total passenger revenue.

Despite expected improvements in ridership, FY2023 passenger revenue remains significantly lower than pre-pandemic levels. In FY2023, Metro anticipates total passenger revenue to recover to $293.1 million, an increase of $133.6 million from FY2022 or $384.7 million below pre-pandemic levels. Based on preliminary estimates, FY2024 projected ridership will reach 204.1 million or 65 percent of pre-pandemic levels with passenger revenue of $377.5 million. These estimates assume continuing the fare discounts implemented September 2021.

In support of the regional recovery, the Proposed budget includes additional fare discounts to encourage riders to return to Metro including:

$2 Late Night Rail Fare

To support late-night workers and the late-night economy, Metrorail fares would be a flat $2 for one-way trips from 9:30 pm until close consistent with service levels during that time period. Furthermore, this change will encourage use of the system during less busy hours, and is expected to reduce revenue by $1.0 million.

Discount Monthly Passes

Monthly passes would be discounted to make pricing more attractive to commuters. This would reduce the price range from $72 to $216 to $64 to $192 depending on the distance selected, reducing revenue by $1.7 million.

Discount 7-Day Unlimited Passes

The 7-Day unlimited pass would be discounted to make its pricing attractive to workers who may not be travelling on consecutive days. The percent discount from $58 to $29
provides significant value to riders who may be riding three or more days during the 7-day pass validity. The impact on revenue will be a decrease of $0.3 million for a six-month promotion.

Add Value Bonus

The add value bonus rewards customers when they add funds to their SmarTrip card. For every $25 dollars placed on a SmartTrip card, an additional $5 dollars will be added to the card. The bonus may induce ridership and appeal to customers with irregular work schedules. The loss on revenue is estimated at $7.9 million for a six-month promotion.

Make FY2022 fare and service initiatives permanent

In addition to the new fare discounts, the temporary/demonstration fares implemented in September 2021 are proposed to be made permanent including the $2 bus-to-rail transfer discount, the $2 weekend flat fare on rail, the $12 7-day regional bus pass, and the service levels that went into effect on September 5, 2021.

Non-Passenger Revenue

Non-passenger revenues, including parking, advertising, joint development, fiber optics, and other non-transit revenues, are estimated to total $81.5 million in FY2023. Non-passenger revenues are expected to be $13.1 million higher than FY2022 but $64.5 million below pre-pandemic levels. In FY2024, non-passenger revenue is expected to grow to $87.8 million, which is $58.2 million less than pre-pandemic levels.

In FY2023, total operating revenue is anticipated to be $374.6 million, an increase of $146.7 million from FY2022, and estimated at $449.1 million below pre-pandemic levels. FY2024 total operating revenue is projected to grow to $465.3 million, which is $358.4 million less than pre-pandemic.

Operating Expenses

Operating expenses are largely the result of service and personnel costs. In FY2023 total operating expenses are projected to be $2.282 billion, an increase of $182 million from FY2022, and estimated at $212.2 million more than pre-pandemic levels. Personnel expenses are the largest operating budget expense category estimated at $1,545.4 million or 68 percent of total expenses in FY2023. Specific expense drivers in FY2023 include Silver Line 2 service launch, the addition of Potomac Yard Station, Union Cola/NRP Pay Performance, General CPI/Inflation, Additional Support Costs, and additional positions for SAFE and Operations to coordinate with WMSC. In addition, Metro expects to realize management savings from cost-cutting initiatives totaling $5 million in FY2023.

Equity Initiatives

The FY2023 budget includes $20 million for future transit equity initiatives to promote broader transit access across the region. Details will be provided during the FY2023 budget development process.
**Jurisdictional Subsidy and Federal Relief**

The FY2023 subsidy adheres to the legislatively mandated three percent annual growth gap with an FY2023 capped subsidy of $1,142.9 million. Proposed legislative exclusions total $49.0 million include $3.2 million for Juneteenth Holiday, $3.4 million for safety mandates from the Washington Metrorail Safety Commission (WMSC), $40.8 million for Silver Line Phase 2 launch, and $1.5 million for opening of the Potomac Yard Station for total subsidy of $1,191.9 million excluding debt service.

This leaves a funding gap of $715.8 million which would be closed with federal relief to balance the FY2023 budget. Looking ahead to FY2024, jurisdictional subsidy is expected to total $1,227.7 million and remaining federal relief funding is expected to total $151.3 million, which leaves the FY2024 operating budget with a $519.3 million funding gap.

**Operating Budget Risks**

The operating budget faces the following risks that create uncertainty around revenue and funding: Covid-19 variants and long-term vaccine effectiveness, in-person vs. remote work trends in the region, Silver Line Phase 2 acceptance and readiness, and potential federal shutdowns and changes to federal funding. On the expense side, uncertainty exists around the potential for high inflation as well as growing maintenance and operating costs associated with completed capital projects.

**Capital Program:**

The proposed six-year $12.4 billion CIP focuses investment in ongoing safety and state of good repair programs and projects, prioritized system preservation and renewal projects identified in Metro’s Capital Needs Forecast and asset management and reliability plans. Capital delivery has improved in the recent past, with Metro delivering the single largest annual capital investment - $1.84 billion – in FY2022.

Metro’s Capital Improvement Program is implemented across six investment categories:

- Railcars and Railcar Facilities
- Rail Systems
- Track and Structure Rehabilitation
- Bus, Bus Facilities, and Paratransit
- Stations and Passenger Facilities
- Operations and Business Support

In addition to Metro-identified priorities, several Jurisdictional projects are included in the reimbursable projects program, including the Potomac Yard infill station and support for the Silver Line Metrorail extension.

Metro made significant progress in capital improvements in FY2021 in the low ridership period during the on-going Covid-19 pandemic. Significant projects advanced in FY2021 include:

- Phase 2 of the Platform Improvement Project (including East Falls Church, West
Falls Church, Dunn Loring, Vienna, Reagan National Airport,
- Completion of the platform-level lighting upgrades to retrofit all 48 underground Metrorail stations and station ceiling lighting at 12 stations.
- Release of the SmarTrip mobile applications for Apple iOS and Android.
- Completion of the cellular and wireless service installations across the Metrorail system.
- Completion of platform rehabilitation at Arlington Cemetery and Addison Road as part of Phase 3 of the Platform Improvement Project.
- Delivery of 175 hybrid sedans for MetroAccess.
- Delivery of 133 Metrobuses.
- Replacement of nine drainage pumping stations.

Significant projects moving forward in FY2022 include:

- Platform rehabilitation at West Hyattsville, Prince George’s Plaza, College Park-UMD, Greenbelt (Phase 3 of the Platform Improvement Project).
- Chevy Chase, Colorado, and Calvert St. Historic Bus Terminal Rehabilitations.
- Alexandria Yard Automatic Train Control (ATC) replacement.
- Rockville Canopy Replacement (as part of the Structural Rehabilitation Package 1).
- Judiciary Sq. South entrance stairwell.
- Dupont Circle North entrance canopy.
- DC office building.
- Replacement of six drainage pumping stations.
- Delivery of 120 Metrobuses.

The CIP also includes ongoing Capital Projects to address previously unmet or unfunded needs these projects include:

- Acquisition of 8000 series railcars to replace 2000 and 3000 series cars.
- Heavy Repair and Overhaul Facility.
- Bladensburg Bus Garage Facility.
- Northern Bus Garage Facility.
- Metrorail Fare gate replacement and Metrobus farebox replacement.
- Replacement of 130 escalators systemwide.
- MD, VA office buildings.
- Potomac Yard Metrorail Station.
- Tunnel Ventilation Pilot.
- Yellow Line Tunnel and Bridge Rehabilitation project.

Metro continues to reduce overdue and ongoing state of good repair needs. When measured in FY2016 the backlog was estimated at $7.1 billion and that was reduced to about $5.0 billion by FY2018. Metro is projecting further reductions to the state of good repair backlog through the continued federal and regional investment in the CIP. Planned capital investments will reduce the state of good repair backlog to about $3.2 billion by FY2028 and to about $1.2 billion by FY2032. These projections assume continued investments in projects and programs that prevent adding items to the backlog.
Capital Program Risks and Considerations:

The Capital program faces traditional funding and execution risks in addition to those related to the pandemic. The risks include additional labor costs associated with Covid compliance for personal health and safety as well as supply chain interruptions, inflation and market escalations.

Risks to capital funding sources include uncertainty of the federal funding and the long-term dedicated funding debt capacity. Continuation of state of good repair projects to sustain state of good repair and reliability and prevent future backlogs, require on-going funding at an order of magnitude of $1.5 billion on average per year. Additional unfunded or underfund needs include, but are not limited to, Zero Emission bus implementation; the Next Generation Signal System; Blue/Orange/Silver Line capacity and reliability improvements; and Railcar fleet and facility improvements for future rail system capacity and frequency improvements.

FUNDING IMPACT:

This is an information item. Budget adoption is scheduled for March 2022, which is necessary to ensure uninterrupted regional funding of the capital program and to allow for the timely application and award of Federal Transit Administration grants.

TIMELINE:

<table>
<thead>
<tr>
<th>Previous Actions</th>
<th>October 2021 – Revenue and Ridership Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anticipated actions after</td>
<td>December 2021 – Board authorization of public hearing and budget deliberations</td>
</tr>
<tr>
<td>presentation</td>
<td>January-February 2022 – Budget deliberations, public outreach and public comment period †</td>
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<td>March 2022 – Board adoption of the FY2023 Budget and FY2023-2028 Capital Program</td>
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<td>April 2022 – Submit Federal grant applications</td>
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<td>July 2022 – Fiscal Year 2023 begins</td>
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</table>

RECOMMENDATION:

No recommendation: item is information item only.
GM/CEO’s Proposed FY2023 Budget and FY2023-2028 Capital Improvement Program

Finance and Capital Committee
November 4, 2021
Present the General Manager/CEO's FY2023 Budget Recommendation

- Purpose, priorities and services
- Ridership Outlook and New Initiatives
- Proposed FY2023 Operating Budget
- Proposed FY2023-2028 Capital Improvement Program
- Budget Calendar
Covid-19 Continues to Impact Metro Operations

- Ridership and fare revenue are slowly recovering
- Federal relief funding has enabled budget balance since FY2020, but will run out in FY2024
- Even with higher ridership recovery, future operating revenue outlook remains weak
FY2023 Operating Budget Recommendation

Safety

Reliability

Affordability
Proposed FY2023 Budget

Operating Budget Framework

Available funding will maintain improved Metrorail, Metrobus and MetroAccess service levels and discounted fares\(^1\) that began in September 2021.

### Metrorail

<table>
<thead>
<tr>
<th>Line</th>
<th>AM/PM Rush</th>
<th>All Day</th>
<th>Late Night</th>
</tr>
</thead>
<tbody>
<tr>
<td>RD</td>
<td>5 min</td>
<td>6 min</td>
<td>10 min</td>
</tr>
<tr>
<td>OR</td>
<td>10 min</td>
<td>12 min</td>
<td>15 min</td>
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<td>SV</td>
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<tr>
<td>GR</td>
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</table>

### Metrobus

- **129 Lines**
  - 12 Min. Frequency: 20 lines
  - 20 Min. Frequency: 16 lines

### MetroAccess

- **766 Vehicles**
  - on-demand paratransit vehicles: 539 Vans, 227 Sedans

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Frequent, reliable, all-day service 7 days a week

\(^1\) $2 weekend flat fare, $2 bus-rail transfer discount, and $12 7-day regional bus pass
Ridership Outlook
Gradual Ridership Rebound Brings Back More Riders in FY2023

Notes: Percentage restored based on FY2021 original budget of 313.9M

Discussion purposes only
FY2023 Initiatives

**Enhancing Equity**
Improve Metrobus and Metrorail services and practices to enhance service equity and to promote broader transit access across the region.

**Discounted Fares to Support Recovery**
Continue to improve and discount fare options to make it easier and more convenient for customers to use Metro.

**Continue Management Efficiencies**
Implement additional management initiatives to reduce growing operating cost across Metro.
# Fare Simplification and Discounts to Encourage Ridership on Metrobus and Metrorail

<table>
<thead>
<tr>
<th>Fare Structure</th>
<th>Benefitting Trips</th>
<th>Potential FY2023 Revenue Impact</th>
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</thead>
<tbody>
<tr>
<td>Late Night Rail $2 Flat Fare</td>
<td>3.2</td>
<td>($1.0)</td>
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<tr>
<td>Discount Monthly Passes</td>
<td></td>
<td>($1.7)</td>
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<tr>
<td>Discount 7-Day Unlimited Pass¹</td>
<td></td>
<td>($0.3)</td>
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<tr>
<td>Add Value Bonus¹</td>
<td>21.1</td>
<td>($7.9)</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>24.2</strong></td>
<td><strong>($10.9)</strong></td>
</tr>
</tbody>
</table>

1. Estimate is for six months only (Potential for additional ridership inducement)
# Proposed FY2023 Operating Budget

## Passenger Revenue Expected to Nearly Double from FY2022 Budget Driven by Metrorail Recovery

<table>
<thead>
<tr>
<th>$ in millions</th>
<th>FY2021 Original Pre-Pandemic</th>
<th>FY2021 Actual</th>
<th>FY2022 Budget</th>
<th>FY2023 Proposed 53% Restored</th>
<th>FY2024 Scenario 65% Restored</th>
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</thead>
<tbody>
<tr>
<td>Metrorail</td>
<td>$551.3</td>
<td>$77.3</td>
<td>$97.9</td>
<td>$239.5</td>
<td>$297.1</td>
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<td>Metrobus</td>
<td>$117.8</td>
<td>$20.4</td>
<td>$56.9</td>
<td>$59.3</td>
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<td>MetroAccess</td>
<td>$8.7</td>
<td>$4.4</td>
<td>$4.7</td>
<td>$5.2</td>
<td>$5.7</td>
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<tr>
<td><strong>Passenger Revenue Subtotal</strong>¹</td>
<td><strong>$677.8</strong></td>
<td><strong>$102.0</strong></td>
<td><strong>$159.5</strong></td>
<td><strong>$304.0</strong></td>
<td><strong>$377.5</strong></td>
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<tr>
<td>FY2023 Fare Concepts Impact</td>
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<td></td>
<td>($10.9)</td>
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</table>

¹. FY2024 excludes FY2023 proposed concepts: Late Night $2 flat fare on rail and discounted monthly passes
Advertising Will Drive Non-Passenger Revenue to a Projected $82M

<table>
<thead>
<tr>
<th>Non-Passenger Revenue</th>
<th>FY2021 Original Pre-Pandemic</th>
<th>FY2021 Actual</th>
<th>FY2022 Budget</th>
<th>FY2023 Proposed 53% Restored</th>
<th>FY2024 Scenario 65% Restored</th>
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<tr>
<td>Parking</td>
<td>$44.5</td>
<td>$3.9</td>
<td>$11.0</td>
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<td>Advertising</td>
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<td>$14.2</td>
<td>$2.8</td>
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<td>Joint Development</td>
<td>$14.6</td>
<td>$9.2</td>
<td>$14.6</td>
<td>$9.6</td>
<td>$9.6</td>
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<td>Fiber Optics</td>
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<td>$16.0</td>
<td>$15.7</td>
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<td>$13.9</td>
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<td>Other</td>
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<td>$21.2</td>
<td>$24.2</td>
<td>$22.7</td>
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<td><strong>Total</strong></td>
<td><strong>$146.0</strong></td>
<td><strong>$64.5</strong></td>
<td><strong>$68.4</strong></td>
<td><strong>$81.5</strong></td>
<td><strong>$87.8</strong></td>
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</table>
Projected Total Revenues Remains Below Pre-pandemic Level

<table>
<thead>
<tr>
<th>Passenger and Non-Passenger Revenue</th>
<th>FY2021 Original Pre-Pandemic</th>
<th>FY2021 Actual</th>
<th>FY2022 Budget</th>
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<td>$823.7</td>
<td>$166.6</td>
<td>$227.9</td>
<td>$374.6</td>
<td>$465.3</td>
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Projected Operating Expenses
### Proposed FY2023 Operating Budget

#### Additional Operating Costs and Subsidy Drivers

<table>
<thead>
<tr>
<th>Contractually Obligated</th>
<th>New Service and Facilities</th>
<th>CPI/Inflation</th>
<th>Additional Support Costs</th>
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<tbody>
<tr>
<td>Union COLA and Non-represented Pay For Performance</td>
<td>Incremental Silver Line Phase 2 and Potomac Yard operating cost</td>
<td>Projected inflation based on Bureau of Labor Statistics (BLS)</td>
<td>Cybersecurity and annualized FY22 Bus and Rail Service cost</td>
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<tr>
<td>$55.6M</td>
<td>$47.7M</td>
<td>$39.6M</td>
<td>$20.8M</td>
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<table>
<thead>
<tr>
<th>VSP/Position Restoration</th>
<th>Safety Mandates</th>
<th>Management Efficiencies</th>
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<tbody>
<tr>
<td>Restoration of vacated and frozen positions following service restoration</td>
<td>New safety-related positions necessary for WMSC-directed requirements</td>
<td>New management initiatives to improve efficiency across Metro</td>
</tr>
<tr>
<td>$20.0M</td>
<td>$3.4M</td>
<td>($5.0M)</td>
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Projected inflation based on Bureau of Labor Statistics (BLS)
Projected Operating Expenses Grow to $2.4B (FY24)

<table>
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<tr>
<th>Total Expenses</th>
<th>FY2021 Original Pre-Pandemic</th>
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<th>FY2024 Scenario</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>$1,387.9</td>
<td>$1,304.4</td>
<td>$1,414.2</td>
<td>$1,545.4</td>
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<td>Non-Personnel</td>
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<td>$575.9</td>
<td>$685.9</td>
<td>$736.9</td>
<td>$759.5</td>
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<td>Total Expenses</td>
<td>$2,070.0</td>
<td>$1,880.3</td>
<td>$2,100.2</td>
<td>$2,282.2</td>
<td>$2,363.6</td>
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## FY23 Federal Relief Funds of $716M to Balance Budget

### Operating Deficit and Funding Gap

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<td>$2,282.2</td>
<td>$2,363.6</td>
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<tr>
<td>Operating Deficit</td>
<td>($1,246.3)</td>
<td>($1,713.7)</td>
<td>($1,872.2)</td>
<td>($1,907.7)</td>
<td>($1,898.2)</td>
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<td>$1,009.1</td>
<td>$1,109.7</td>
<td>$1,191.9</td>
<td>$1,227.7</td>
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<tr>
<td>Federal Relief</td>
<td>$0.0</td>
<td>$704.7</td>
<td>$762.6</td>
<td>$715.8</td>
<td>$151.3</td>
</tr>
<tr>
<td>Funding Gap</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>($519.3)</td>
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</table>
## Federal Relief Funding

<table>
<thead>
<tr>
<th>$ in Millions</th>
<th>FUNDING</th>
<th>FY2020 Actual</th>
<th>FY2021 Actual</th>
<th>FY2022 Budget</th>
<th>FY2023 Proposed</th>
<th>FY2024 Plan</th>
<th>BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARES</td>
<td>$767.7</td>
<td>$221.0</td>
<td>$546.7</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
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<tr>
<td>CRSSAA</td>
<td>$625.1</td>
<td>$0.0</td>
<td>$53.9</td>
<td>$571.2</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
</tr>
<tr>
<td>ARPA</td>
<td>$1,058.5</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$191.4</td>
<td>$715.8</td>
<td>$151.3</td>
<td>$0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,451.2</td>
<td>$221.0</td>
<td>$600.5</td>
<td>$762.6</td>
<td>$715.8</td>
<td>$151.3</td>
<td>$0.0</td>
</tr>
</tbody>
</table>

Note: Reflects net amounts to WMATA and excludes jurisdictional credits in FY2021 and FY2022
# Preliminary Subsidy Allocation

<table>
<thead>
<tr>
<th></th>
<th>FY2022 Base</th>
<th>FY2023 Capped</th>
<th>Change %</th>
<th>Legislative Exclusions</th>
<th>FY2023 Total Subsidy</th>
<th>Total Change %</th>
<th>Debt Service</th>
<th>Jurisdictional Operating Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>District of Columbia</strong></td>
<td>$398,594,820</td>
<td>$410,552,664</td>
<td>3.0%</td>
<td>$16,157,015</td>
<td>$426,709,679</td>
<td>7.1%</td>
<td>$33,284,167</td>
<td>$459,993,846</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>$179,137,083</td>
<td>$174,764,926</td>
<td>(2.4%)</td>
<td>$8,541,288</td>
<td>$183,306,214</td>
<td>2.3%</td>
<td>$15,414,850</td>
<td>$198,721,064</td>
</tr>
<tr>
<td>Prince George's County</td>
<td>$244,031,514</td>
<td>$261,098,729</td>
<td>7.0%</td>
<td>$7,716,791</td>
<td>$268,815,520</td>
<td>10.2%</td>
<td>$15,814,275</td>
<td>$284,629,795</td>
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<tr>
<td><strong>Maryland Subtotal</strong></td>
<td>$423,168,597</td>
<td>$435,863,655</td>
<td>3.0%</td>
<td>$16,258,080</td>
<td>$452,121,735</td>
<td>6.8%</td>
<td>$31,229,125</td>
<td>$483,350,860</td>
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<tr>
<td>City of Alexandria</td>
<td>$46,253,495</td>
<td>$48,361,741</td>
<td>4.6%</td>
<td>$2,437,634</td>
<td>$50,799,376</td>
<td>9.8%</td>
<td>$1,776,390</td>
<td>$52,575,766</td>
</tr>
<tr>
<td>Arlington County</td>
<td>$76,852,215</td>
<td>$75,084,961</td>
<td>(2.3%)</td>
<td>$4,526,094</td>
<td>$79,611,055</td>
<td>3.6%</td>
<td>$0</td>
<td>$79,611,055</td>
</tr>
<tr>
<td>City of Fairfax</td>
<td>$2,757,882</td>
<td>$2,758,825</td>
<td>0.0%</td>
<td>$147,536</td>
<td>$2,906,361</td>
<td>5.4%</td>
<td>$111,549</td>
<td>$3,017,910</td>
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<tr>
<td>Fairfax County</td>
<td>$152,786,728</td>
<td>$155,215,960</td>
<td>1.6%</td>
<td>$7,889,631</td>
<td>$163,105,592</td>
<td>6.8%</td>
<td>$5,617,993</td>
<td>$168,723,585</td>
</tr>
<tr>
<td>City of Falls Church</td>
<td>$3,092,718</td>
<td>$3,486,220</td>
<td>12.7%</td>
<td>$124,445</td>
<td>$3,610,665</td>
<td>16.7%</td>
<td>$176,276</td>
<td>$3,786,941</td>
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<tr>
<td>Loudoun County</td>
<td>$6,145,867</td>
<td>$11,617,864</td>
<td>89.0%</td>
<td>$4,472,007</td>
<td>$16,030,064</td>
<td>112.0%</td>
<td>$0</td>
<td>$13,031,096</td>
</tr>
<tr>
<td><strong>Virginia Subtotal</strong></td>
<td>$287,888,905</td>
<td>$296,525,572</td>
<td>3.0%</td>
<td>$16,538,573</td>
<td>$313,064,145</td>
<td>8.7%</td>
<td>$7,682,208</td>
<td>$320,746,353</td>
</tr>
<tr>
<td><strong>Total Contribution</strong></td>
<td>$1,109,652,321</td>
<td>$1,142,941,891</td>
<td>3.0%</td>
<td>$48,953,668</td>
<td>$1,191,895,559</td>
<td>7.4%</td>
<td>$72,195,500</td>
<td>$1,264,091,059</td>
</tr>
</tbody>
</table>

1. FY2022 Base reflects April 22, 2021 Board approved subsidy
2. Metrobus Subsidy allocation based on September 2021 Schedule/GeoDistribution file
3. Legislative Exclusions include $3.2M for Juneteenth Holiday, $3.4M for WMSC safety mandates, $40.8M for Silver Line Phase 2, $1.5M for Potomac Yard
### Risks and Considerations

- Covid-19 Variants and Long-Term Vaccine Effectiveness
- In-Person vs Remote Work Trends
- Silver Line Phase 2 acceptance and readiness
- Inflation/CPI
- Federal uncertainty, potential shutdown and changes to federal funding
- Growing operating and maintenance costs associated with completed capital projects
- WMSC operating and maintenance requirements
FY2023-2028 Capital Improvement Program
Purpose

- Present Proposed Capital Improvement Program (CIP)
  - Six-year, FY2023 – FY2028 CIP
  - FY2023 Capital Budget Expenditure Forecast
  - 10-Year, FY2023 – FY2032 Capital Plan
$12 Billion Safety & State of Good Repair CIP

- Improve system safety, state of good repair, and reliability
- Rehabilitate, replace, and modernize the system
- Integrate resilience and sustainability
- Accelerate delivery of projects to address critical, long-standing needs
- Maintain fiscal accountability and commitments to region
  - 3% aggregate cap on jurisdictional capital assistance
  - Dedicated funding supported debt
Capital Program Development & Structure

10-Year Capital Plan (FY2023-FY2032)
Identifies viable initiatives to address needs identified for next ~10 years; financially unconstrained

Six-Year Capital Improvement Program (CIP) (FY2023-FY2028)
Capital investments planned for, or continuing in, six-year capital program

One-Year Capital Budget (FY2023)
Expenditure forecast for capital projects and programs in current budget year
Capital Program Investment Categories

- Railcars and Railcar Facilities
- Rail Systems
- Track and Structures Rehabilitation
- Stations and Passenger Facilities
- Bus, Bus Facilities and Paratransit
- Operations and Business Support
Railcars & Railcar Facilities

**Vehicle Acquisition & Rehabilitation**
- 8000-Series Railcar Acquisition
- 7000-Series Railcar Acquisition
- Railcar Preventive Maintenance
- 7000- & 6000-Series Railcar Scheduled Rehabilitation

**Railcar Facilities & Systems**
- Railcar Heavy Repair & Overhaul Facility
- Railyard Rehabilitation
- Railcar Wash Rehabilitation

---

$2.4B
FY2023-FY2028
Proposed Capital Program

$303M
FY2023
Proposed Capital Budget
Proposed Capital Improvement Program (CIP)

Rail Systems

**Train Control**
- Train Control Room (TCR) Rehabilitation
- Track Circuit
- Cable Testing & Replacement
- Switch Machine Replacement
- New Carrollton Railyard Rehabilitation
- Next Generation Train Control

**Power Improvements**
- Traction Power State of Good Repair and Infrastructure Upgrades
  - Rail Power System Rehabilitation
  - AC Power Rehabilitation

**Other Rail Systems Investments**
- Radio Infrastructure Replacement
- Emergency Trip Station (ETS) System Replacement
- Braking Energy Recovery Installation

---

**Proposed Program Rail Systems**

$1.7B
FY2023-FY2028
Proposed Capital Program

$203M
FY2023
Proposed Capital Budget
Track & Structures Rehabilitation

Track Equipment & Infrastructure
- Track Rehabilitation
- Track Maintenance
- Equipment Replacement

Tunnel Investments
- Yellow Line Portal Tunnel Remediation
- Water Leak Mitigation
- Tunnel Ventilation Improvements
- Tunnel Shaft Rehabilitation

Bridges & Aerials
- Structural Rehabilitation Bridges (Phase 1: Rockville Canopy + 9 High Priority Bridges; Phase 2: 7 High Priority Bridges; Phase 3: 7 Additional Priority Bridges)

Proposed Program
Track & Structures Rehabilitation

$1.8B
FY2023-FY2028 Proposed Capital Program

$459M
FY2023 Proposed Capital Budget
## Proposed Capital Improvement Program (CIP)

### Stations & Passenger Facilities

<table>
<thead>
<tr>
<th>Fire Life Safety Improvements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Station Fire Control Infrastructure • Standpipe Systems • Tunnel Smoke Detection System Implementation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Station Infrastructure Improvements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Escalator Rehabilitation &amp; Replacement • Station Platform Rehabilitation • New Potomac Yard Metrorail Station • Elevator Rehabilitation • Station Entrance Escalator Canopies • Parking Garage &amp; Surface Lot Rehabilitation • Station Platform Canopy Rehabilitation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Station Systems Improvements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger Information Displays • Lighting • Station Cooling Systems • Public Address (PA) System • Intercom System • Drainage Pumping Stations Rehabilitation • Sewage Ejector Replacement • Faregate Replacement • Fare Vending Machine Replacement</td>
<td></td>
</tr>
</tbody>
</table>

### Proposed Program

**Stations & Passenger Facilities**

- **$2.7B**
  - FY2023-FY2028
  - Proposed Capital Program

- **$525M**
  - FY2023
  - Proposed Capital Budget
Proposed Capital Improvement Program (CIP)

Bus, Bus Facilities & Paratransit

Vehicle Acquisition & Rehabilitation
- Bus Acquisition
- Bus Rehabilitation
- Electric Bus Acquisition & Evaluation
- MetroAccess Fleet Acquisition

Bus Garage Rehabilitation & Replacement
- Northern & Bladensburg Garage Replacement and Electrification
  - Montgomery & Four Mile Run Bus Garage Rehabilitation
  - Planning for Western Garage Replacement

Proposed Program
Bus, Bus Facilities & Paratransit

$2.3B
FY2023-FY2028
Proposed
Capital Program

$441M
FY2023
Proposed
Capital Budget

Bus Station & Terminal Improvements
- Metrobus Shelter Replacement
- Bus Stop Accessibility
- Metrobus Closed Circuit Television (CCTV)
- Customer Information
- Electronic Display Signs (CIEDS)
- Historical Bus Terminals
- Bus Priority Program
Proposed Capital Improvement Program (CIP)

Operations & Business Support

**Facility Improvements**
- DC, MD & VA Office Consolidation
- Data Center IT Infrastructure & Equipment

**Hardware & Software Investments**
- Enterprise Resource Planning (ERP) System Replacement
- Edge Device Replacement
- Enterprise IT Infrastructure State of Good Repair

**Other Support Investments**
- Service Vehicle Replacement
- Roof Rehabilitation & Replacement
- Environmental Compliance Program

---

**Proposed Program Operations & Business Support**

$1.6B
FY2023-FY2028 Proposed Capital Program

$380M
FY2023 Proposed Capital Budget
# Addressing Overdue Needs and Sustaining Safety & SGR

*Regional & Federal Investment Addressing Overdue Needs & Supporting Programs to Sustain Safety and SOGR*

## Addressing Overdue Capital Needs

<table>
<thead>
<tr>
<th>Substantial Progress (Highlights)</th>
<th>More To Do to Catch Up (Priority Needs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replacement of Legacy Railcars with 7000 Series</td>
<td>Structures - Bridges, Platforms, Tunnels</td>
</tr>
<tr>
<td>Track Rehab &amp; SafeTrack</td>
<td>Systems - Train Control, Radio and Comms, Power</td>
</tr>
<tr>
<td>Platform Program – 17 Stations Complete</td>
<td>Facilities - Bus Divisions, Rail Maintenance, Offices</td>
</tr>
</tbody>
</table>

## Investing in Ongoing Programs to Sustain Safety & SOGR

### Recurring & Cyclical Maintenance, Rehabilitation & Replacement Programs

<table>
<thead>
<tr>
<th></th>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*Proposed Capital Improvement Program (CIP)*
Capital Program Overview ($B)

10-Year Capital Plan
Six-Year Capital Improvement Program (CIP) Total Investment $12.4B
Capital Budget Total 1-Year Investment $2.3B

Underfunded Investments and Projects Continuing Beyond the 10-Year Plan include:

- Continued Required State of Good Repair and Safety Investments
- 8000 Series Railcar Acquisition
- Next Generation Signal System
- Zero Emission Bus Implementation
- Tunnel Ventilation Improvements
- Railyard Optimization
- Passenger Circulation Station Improvements
- Third Rail Modernization
Capital Investment Categories & Funding Sources

**Financial Plan by Investment Category**

<table>
<thead>
<tr>
<th>Capital Investment Categories</th>
<th>FY2023 Budget</th>
<th>FY2024 – FY2028 Plan*</th>
<th>Six-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Railcars and Railcar Facilities</td>
<td>$303</td>
<td>$2,129</td>
<td>$2,432</td>
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<tr>
<td>Rail Systems</td>
<td>$203</td>
<td>$1,448</td>
<td>$1,651</td>
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<tr>
<td>Track and Structure Rehabilitation</td>
<td>$459</td>
<td>$1,299</td>
<td>$1,758</td>
</tr>
<tr>
<td>Stations and Passenger Facilities</td>
<td>$525</td>
<td>$2,170</td>
<td>$2,694</td>
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<tr>
<td>Bus, Bus Facilities, and Paratransit</td>
<td>$441</td>
<td>$1,819</td>
<td>$2,260</td>
</tr>
<tr>
<td>Operations and Business Support</td>
<td>$380</td>
<td>$1,249</td>
<td>$1,629</td>
</tr>
<tr>
<td><strong>Total Capital Investments</strong></td>
<td><strong>$2,311</strong></td>
<td><strong>$10,113</strong></td>
<td><strong>$12,425</strong></td>
</tr>
</tbody>
</table>

| Revenue Loss from Capital Projects             | $12           | $50                    | $62            |
| Debt Service - Dedicated Funding               | $101          | $1,424                 | $1,525         |
| **Total Capital Program Cost**                 | **$2,425**    | **$11,587**            | **$14,012**    |

*FY2024-FY2028 Plan capital investment category allocation subject to change as project costs and schedules are refined.

**Capital Program Funding Sources**

<table>
<thead>
<tr>
<th>Funding Sources</th>
<th>FY2023 Proposed Budget</th>
<th>FY2023-FY2028 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Federal Grants</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formula and Other Grants</td>
<td>$343</td>
<td>$2,149</td>
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<tr>
<td>PRIIA</td>
<td>$149</td>
<td>$149</td>
</tr>
<tr>
<td><strong>Subtotal Federal Grants</strong></td>
<td><strong>$491</strong></td>
<td><strong>$2,298</strong></td>
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<tr>
<td><strong>State and Local Contribution</strong></td>
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<td></td>
</tr>
<tr>
<td>District of Columbia</td>
<td>$331</td>
<td>$2,018</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>$313</td>
<td>$1,924</td>
</tr>
<tr>
<td>Commonwealth of Virginia</td>
<td>$290</td>
<td>$1,793</td>
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<tr>
<td><strong>Subtotal State and Local</strong></td>
<td><strong>$934</strong></td>
<td><strong>$5,735</strong></td>
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<tr>
<td><strong>Jurisdiction Reimbursable Projects</strong></td>
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<td></td>
</tr>
<tr>
<td>Metropolitan Washington Airports Authority</td>
<td>$10</td>
<td>$42</td>
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<tr>
<td><strong>Debt and Other Fund Sources</strong></td>
<td>$949</td>
<td>$5,840</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$2,425</strong></td>
<td><strong>$14,012</strong></td>
</tr>
</tbody>
</table>

**Note:** Does not assume reauthorization of Federal Passenger Rail Investment and Improvement Act of 2008 (PRIIA)
Investment Reducing State of Good Repair Backlog ($B)

- Regional and Federal investment improving safety and reliability and addressing overdue needs
- ~$1.2B - $1.5B investment is needed annually to prevent assets from going into a state of disrepair

Progress assumes full implementation of the Six-year CIP and 10-Year Plan. Excludes expansion and major enhancements.
Capital Program Risks and Considerations

Supply Chain Delays, Inflation, and Construction Market Increases

Capital Funding Opportunities and Uncertainty –
- PRIIA Reauthorization
- Federal Infrastructure Funding
- Dedicated Funding Debt Capacity

Emergency Safety Requirements and Emerging State of Good Repair Needs

Unfunded/Underfunded Long-Term Needs and Transformational Opportunities, e.g.
- Sustaining State of Good Repair
- Zero Emissions Vehicle Programs
- Rail Signaling System Modernization
- Rail System Capacity Improvements
Key Dates and Milestones

MILESTONES

FY2023 Operating Budget Timeline

- FY23 Ridership and Revenue Outlook
- Public Hearings Authorization
- Public Hearings & Outreach
- Board Budget Adoption
- FY2023 Begins

GM/CEO FY23 Proposed Budget

Board Discussions

Committee Budget Adoption

Submit Federal Applications

Key Dates and Milestones

- Oct
- Nov
- Dec
- Jan
- Mar
- Apr
- Jul
Appendix
# Personnel and Non-Personnel Expenses

## Operating Expense Categories

<table>
<thead>
<tr>
<th>$ in millions</th>
<th>FY2021 Original Pre-Pandemic</th>
<th>FY2021 Actual</th>
<th>FY2022 Budget</th>
<th>FY2023 Proposed</th>
<th>Variance</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>$1,387.9</td>
<td>$1,304.4</td>
<td>$1,414.2</td>
<td>$1,545.4</td>
<td>$131.1</td>
<td>8%</td>
</tr>
<tr>
<td>Services</td>
<td>$224.3</td>
<td>$197.3</td>
<td>$233.2</td>
<td>$246.6</td>
<td>$13.4</td>
<td>5%</td>
</tr>
<tr>
<td>Paratransit</td>
<td>$162.9</td>
<td>$124.6</td>
<td>$164.0</td>
<td>$170.3</td>
<td>$6.3</td>
<td>4%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>$107.3</td>
<td>$97.6</td>
<td>$109.7</td>
<td>$125.3</td>
<td>$15.6</td>
<td>12%</td>
</tr>
<tr>
<td>Fuel (Diesel/Gas/CNG)</td>
<td>$31.9</td>
<td>$21.0</td>
<td>$31.8</td>
<td>$33.7</td>
<td>$2.0</td>
<td>6%</td>
</tr>
<tr>
<td>Propulsion and Utilities</td>
<td>$105.8</td>
<td>$79.7</td>
<td>$87.8</td>
<td>$96.9</td>
<td>$9.1</td>
<td>9%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$32.3</td>
<td>$32.9</td>
<td>$40.4</td>
<td>$43.6</td>
<td>$3.1</td>
<td>7%</td>
</tr>
<tr>
<td>Leases and Rentals</td>
<td>$11.0</td>
<td>$11.1</td>
<td>$10.6</td>
<td>$11.0</td>
<td>$0.4</td>
<td>4%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$6.5</td>
<td>$11.7</td>
<td>$8.4</td>
<td>$9.5</td>
<td>$1.1</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Subtotal Non-Personnel</strong></td>
<td>$682.1</td>
<td>$575.9</td>
<td>$685.9</td>
<td>$736.9</td>
<td>$50.9</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$2,070.0</td>
<td>$1,880.3</td>
<td>$2,100.2</td>
<td>$2,282.2</td>
<td>$182.1</td>
<td>8%</td>
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## Anticipated Capital Contributions

### State of Maryland

<table>
<thead>
<tr>
<th>County</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montgomery County</td>
<td>47,724,957</td>
</tr>
<tr>
<td>Prince George's County</td>
<td>48,901,650</td>
</tr>
<tr>
<td>Maryland RSI/PRIIA</td>
<td>49,500,000</td>
</tr>
<tr>
<td>Maryland Dedicated Funding</td>
<td>167,000,000</td>
</tr>
</tbody>
</table>

**Subtotal - Maryland** 313,126,607

### Commonwealth of Virginia

<table>
<thead>
<tr>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Alexandria</td>
<td>12,977,095</td>
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<tr>
<td>Arlington County</td>
<td>23,475,743</td>
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<tr>
<td>City of Fairfax</td>
<td>734,809</td>
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<tr>
<td>Fairfax County</td>
<td>41,818,214</td>
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<tr>
<td>City of Falls Church</td>
<td>799,382</td>
</tr>
<tr>
<td>Loudoun County</td>
<td>5,636,104</td>
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<tr>
<td>Virginia RSI/PRIIA</td>
<td>49,500,000</td>
</tr>
<tr>
<td>Virginia Dedicated Funding (Unrestricted and Restricted)</td>
<td>154,500,000</td>
</tr>
<tr>
<td>Congestion Mitigation and Air Quality</td>
<td>645,768</td>
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</tbody>
</table>

**Subtotal - Virginia** 290,087,116

### Federal Funding

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Federal Formula Programs</td>
<td>331,445,347</td>
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<tr>
<td>Federal RSI/PRIIA</td>
<td>148,500,000</td>
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<tr>
<td>Other Federal Grants</td>
<td>11,531,543</td>
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**Total - Federal Grants** 491,476,890

### District of Columbia

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Formula Match &amp; System Performance</td>
<td>102,653,621</td>
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<tr>
<td>RSI/PRIIA</td>
<td>49,500,000</td>
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<tr>
<td>Dedicated Funding</td>
<td>178,500,000</td>
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**Subtotal - District of Columbia** 330,653,621